

Taking on Additional Responsibilities for Wisconsin Juvenile Corrections: *Considerations and Concerns*



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May 6th, 2019



Discussion Outline

- I. ***Motivations*** for Being “At the Table”
- II. ***What Intrigued Us*** About a New
“Wisconsin Model” of Juvenile Corrections
- III. ***Why La Crosse County May Pass*** on Submitting
an Application to Operate a SRCCCY



I. Motivations for Being “At the Table”

- A. Deteriorating & Outdated *Physical Infrastructure* for Secure Juvenile Detention & 365 Day Programs

Much of Juvenile Detention Infrastructure in Wisconsin is Out-Dated and Adult Corrections-Based



*The current reform effort is an **opportunity for change***



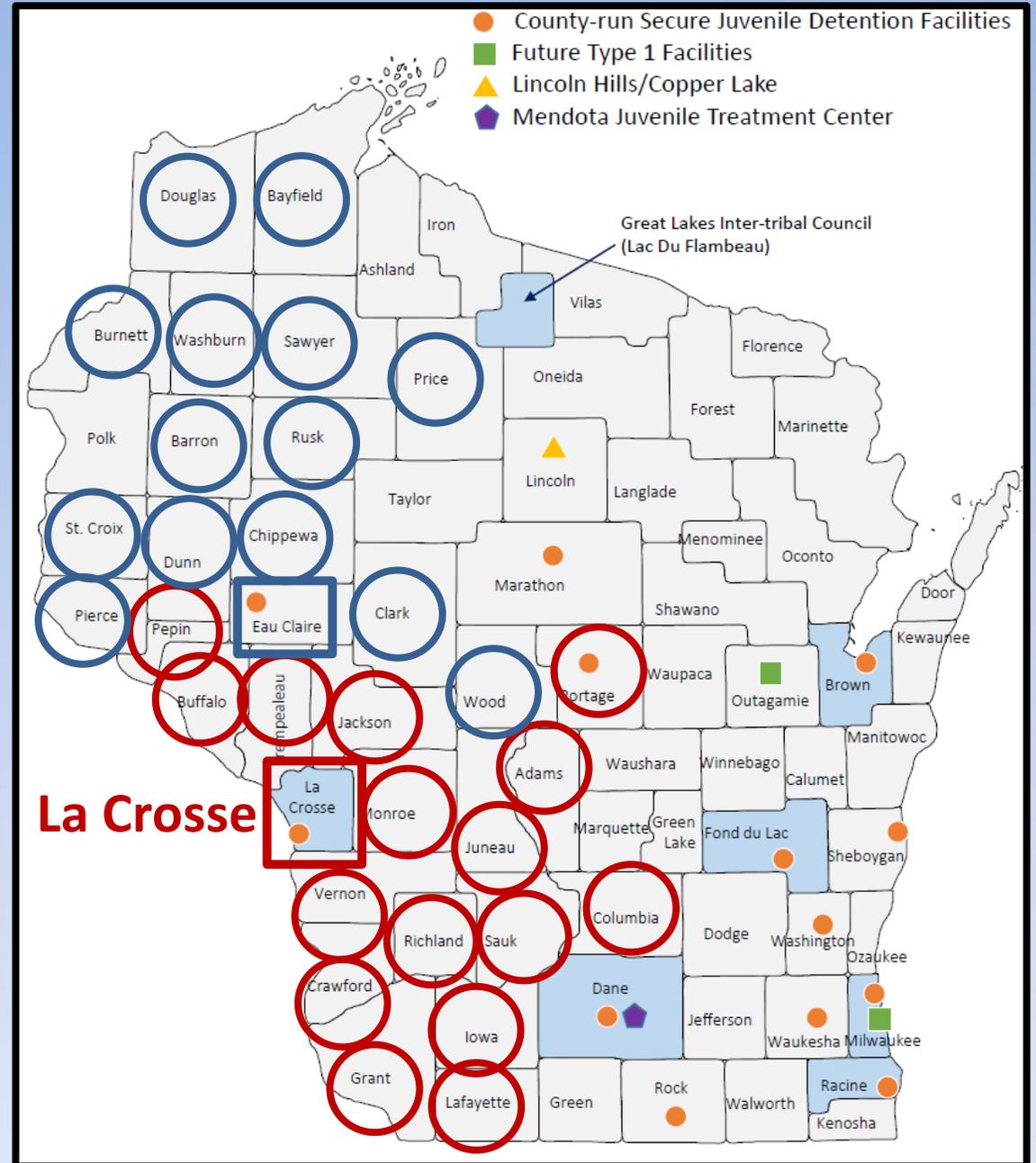
I. Motivation for Being “At the Table”

- A. Deteriorating & Outdated *Physical Infrastructure* for Secure Juvenile Detention
- B. Strong Pre-Existing ***Regional Partnerships*** Make La Crosse a Natural Provider in a New Regionally-Based Wisconsin Juvenile Corrections Model



Counties Regularly Served by La Crosse County 365-Day Program (C.O.R.E. Academy)

-  = Counties regularly served by La Crosse
-  = Counties regularly served by Eau Claire





I. Motivation for Being “At the Table”

- A. Deteriorating & Outdated *Physical Infrastructure* for Secure Juvenile Detention
- B. Strong Pre-Existing *Regional Partnerships* Make La Crosse a Natural Provider in a New Regionally-Based Wisconsin Juvenile Corrections Model
- C. A Long and Rich History of ***State Collaboration*** in Improving the Youth Justice System



Strong Partnership with the State of Wisconsin

- Early adopter of Youth Assessment and Screening Instrument (YASI)
- Initiatives addressing Disproportionate Minority Contact (DMC)
- Pilot site for Detention Risk Assessment Instrument (DRAI)
- Annie E. Casey Juvenile Detention Alternative Initiative (JDAI) site
- Working under Youth Innovation Grant to implement Family Functional Probation and enhanced truancy response practices

*These and other practices are designed to increase effectiveness at **preventing youth from needing deep-end youth justice services**, or from entering the system all together*



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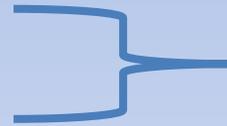


II. What Intrigued Us About a New Model for Wisconsin Juvenile Corrections



A. Wisconsin Juvenile Corrections Reform Concepts Discussed At Early Phases

1. Close Lincoln Hills & Copper Lake



Shifting to a more regional and community-based model makes sense based on our own experience



Current Status: Operating a Successful Corrections Alternative

- La Crosse County ***has not placed a youth at Lincoln Hills or Copper Lake in approximately five years***, largely as a result of the 2012 launch of C.O.R.E. academy (365-day program)
- Concerns about Juvenile Corrections provided a ***strong incentive to do something different***:
 - > ***Too far*** away (making reintegration and preserving family connections difficult)
 - > ***Too expensive***
 - > ***Unsatisfactory youth outcomes***
- We've seen the ***benefits of keeping youth closer to their home communities***



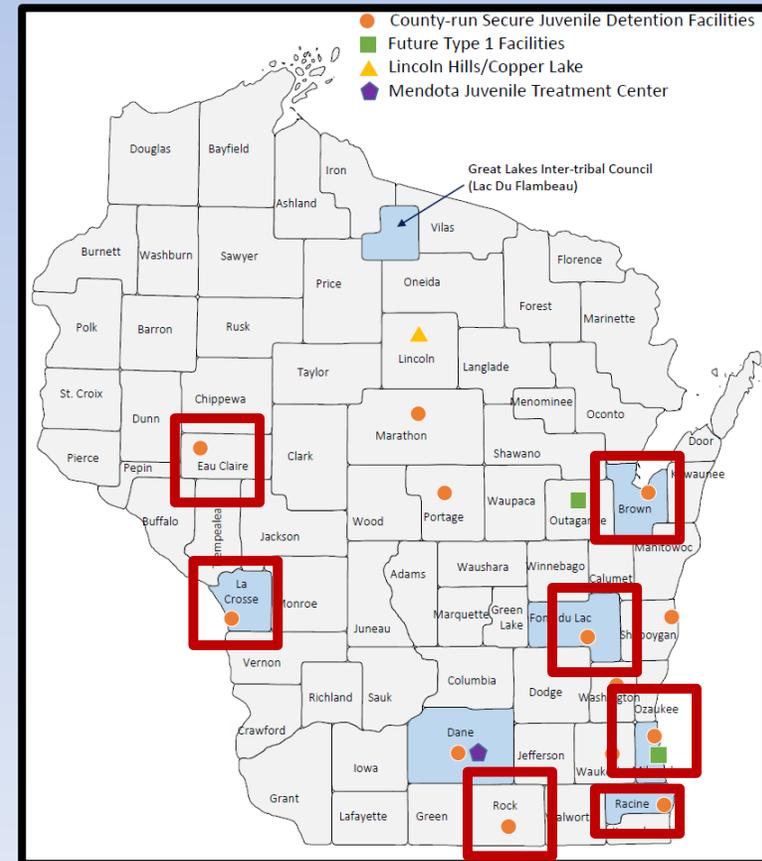
II. What Intrigued Us About a New Model for Wisconsin Juvenile Corrections



A. Wisconsin Juvenile Corrections Reform Concepts Discussed At Early Phases

1. Close Lincoln Hills & Copper Lake
2. Replace the lost bed capacity partly by *building on the success* of regional 365-day programs
 - Ask counties to take non-SJO correctional-level placements
 - Financial support to upgrades facilities

It seems advantageous to build on the current "de-facto" community-based model



Shows counties with current 180/365 day programs

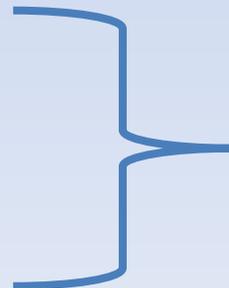


II. What Intrigued Us About a New Model for Wisconsin Juvenile Corrections



A. Wisconsin Juvenile Corrections Reform Concepts Discussed At Early Phases

1. Close Lincoln Hills & Copper Lake
2. Replace the lost bed capacity partly by *building on the success of regional 365-day programs*
 - *Ask counties to take Type 2 correctional-level placements*
 - *Financial support to upgrades facilities*
3. Operating **Risks** formerly held by the State (financial and other) would be **shared**
 - *Counties would spread risk through joint facility ownership/operation*



It didn't seem the intent in juvenile corrections reform was to place significant additional financial obligations and risks on counties



III. Why La Crosse County May be Passing on Submitting an Application to Operate a SRCCCY



A. Wisconsin Juvenile Corrections Reform Concepts Discussed At Early Phases

1. **Close** Lincoln Hills & Copper Lake
2. Meet needed bed capacity partly by **building on the success of regional 365-day programs**
 - Ask counties to take Type 2 correctional-level placements
 - Financial support to upgrades facilities
3. Arrange to **share the risks** formerly held by the State (financial and other)
 - Counties would spread risk through joint facility ownership/operation

VS.

B. Wisconsin Juvenile Corrections Reform Current Dynamics

1. **Close** Lincoln Hills & Copper Lake
- 2a. Require counties choosing to become a juvenile correction provider (SRCCCY) to **replace** their **365-day programs** and operate under a **new intensive regulatory regime**
- 2b. **Freeze** & in the long-term potentially **curtail** 365-day programs in counties who do not become an SRCCCY

Leaves incongruous mix of 365-Day Programs and SRCCCYs competing against each other
3. **Shift** the lion's share of **risks** formerly held by the State (financial and other) **to counties operating SRCCCYs**

La Crosse County Considerations

Current 365 Day Program



C.O.R.E Academy

New WI Correctional Model



SRCCCY (estimate)

Deciding Whether to Assume former State-Level Responsibilities

Local Considerations

Staffing = 22

(Superintendent, Adolescent Workers, Therapists, Social Workers, Supervisors)

Annual Cost = \$1.6 Mil

(Short-Term & CORE)

Daily Rate = \$250

Staffing = 38

(Superintendent, Adolescent Workers, Therapists, Social Workers, Supervisors)

Annual Cost = \$3.8 Mil

(Short-Term & CORE) Because we have had zero correctional placements, we have no dollars to redirect toward covering additional costs

“Break Even” Census = 12

(Out-of-County).

Daily Rate = \$400-\$500

Inherent Risks:

- Keeping fully staffed
- Liability for Challenging Population
- Maintaining compliance with increased regulations

Site Location Challenges

Financial Risks:

- Full responsibility to cover operating losses (\$180,000 per OHC Annual Average Daily Census below 12)

Dynamics Increasing Financial Risks



Policy Dynamic

With local need being fulfilled by its current C.O.R.E. program, *La Crosse County does not have an urgent need to operate a SRCCCY*

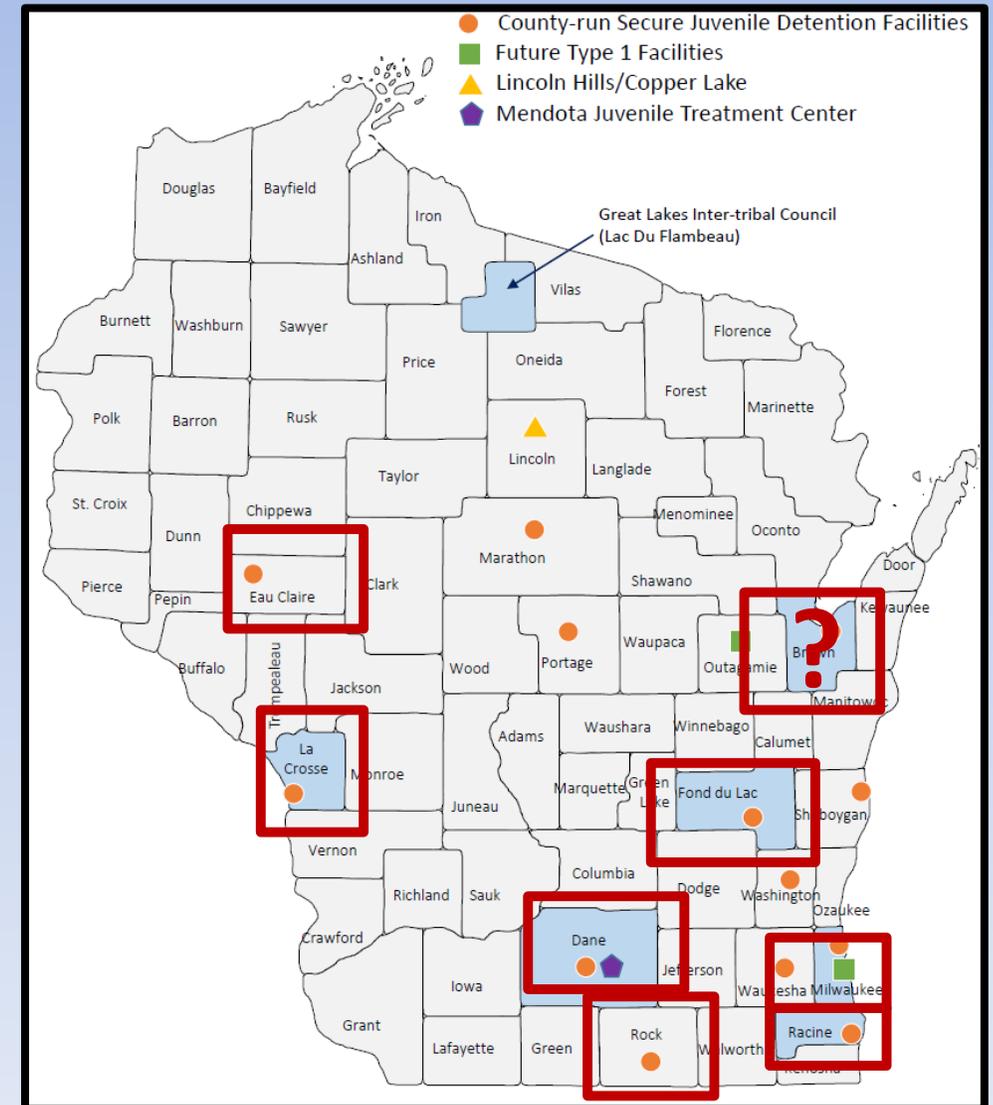
For Most Geographic Areas of Wisconsin

Will the Current Path lead to a More Regional & Community-Based Model?

SRCCCYs may only be viable for large counties who have a current high level of corrections placements and more economies of scale

- Dane appears likely, while Eau Claire, Fond du Lac & Rock seem to be passing
- La Crosse may be passing
- Brown appears undecided

We are concerned how a large part of the state will not benefit and even may be harmed (with 365-day programs being frozen)



Questions

A. If a more regional and community based youth corrections system for all counties is what is still desired:

*Could SRCCCYs in Milwaukee, Racine and Dane go forward while idea of **building on current 365-day programs** for areas outside those regions be reconsidered? This might include:*

- Allowing non-SJO youth to be served in current 365-day programs *(would reduce expense)*
- Providing incentives for facility upgrades to all existing 365-day programs *(even if less than 95% reimbursement)*
- Incentives for program enhancements and innovative community-based programming *(through enhanced youth aids)*

B. If the current path is unchangeable:

1. *Could counties be held **harmless for operating losses** due to the original vision for shared risk (jointly operated facilities) not materializing? Or*
2. *Could current **365-day programs at least not be frozen and curtailed** (so access to regional alternatives is protected)?*



Thank you!